

Executive Registry

76.55964

DDA 76-5717

16 November 1976

MEMORANDUM FOR: Executive Secretary

FROM :

[REDACTED]

Executive Officer, DDA

SUBJECT :

Revised List of DDA Contacts With Senior  
Officials of Other Government Agencies  
and Departments

Attached is the revised list of DDA contacts with  
senior officials of other Government agencies and depart-  
ments.

JS

[REDACTED]

Attachment

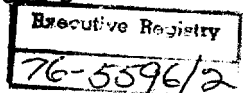
EO/DDA [REDACTED] m (16 Nov 76)

Distribution:

Orig - Addressee w/att

1 - ER w/att

Transition file  
Walt Hov



10 November 1976

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MEMORANDUM FOR:

[redacted]  
Executive Secretary

FROM : Director, Equal Employment Opportunity

SUBJECT : Office of EEO Profile

Attached for possible use during the transition,  
per your request, is an updated Office of Equal Employment  
Opportunity Profile.

[redacted]r.  
Director  
Equal Employment Opportunity

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OEEO:

[redacted]  
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DCI/EEO

Function:

The mission of the Office of Equal Employment Opportunity (OEEO) in the CIA is two-fold. The first is to serve as the instrument through which the DCI carries out his responsibilities as prescribed by laws, executive orders and Civil Service regulations to ensure within CIA: Equal Employment Opportunity, effective Affirmative Action, the maintenance of the EEO complaint system.

The second role of OEEO is to support Agency activities and operations by improving the employment environment, and by helping secure maximum production from each employee.

Strength:

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Director:

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76-5596/1

DDA 76-5540

9 November 1976

MEMORANDUM FOR: Executive Secretary  
FROM :   
Executive Officer, DDA  
SUBJECT : Liaison with Other Government Agencies

As requested, attached is a list of individuals and/or offices of other Government agencies and departments with whom DDA elements are in touch.

Attachment

EO/DDA  m (9 Nov 76)

Distribution:

Orig - Addressee w/att  
1 - ER w/att

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### National Intelligence Officers

The National Intelligence Officer concept was developed by former Director Schlesinger and refined and implemented by Mr. Colby. It is an effort to solve an inherently intractable organizational and management problem: to provide a mechanism that can cut across the internal organizational lines of all Community components so that all of the Community's resources can be efficiently focused on major substantive problems, but that does not interfere with the internal line management of Community components or involve any reorganization of their line functions. Mr. Bush, upon becoming DCI, conducted an extensive review of the national intelligence system and reaffirmed his strong support for the NIO concept.

The NIOs exist to support the DCI and are part of his office. Within his or her geographic or functional area of responsibility, each NIO serves as the DCI's principal staff officer, advisor, and substantive representative. Each NIO is charged with viewing the problems of his or her area and the entire range of US intelligence activities and resources related to it as the DCI would view them if he could devote full time to that area. The NIOs, however, have no direct command authority over anyone (except their assistants and secretaries). They advise the DCI. They also give advice and suggestions to other Intelligence Community components -- sometimes in the DCI's name, sometimes in their own.

At this writing there are 10 National Intelligence Officers.\* A key element of the NIO concept, however, is that there is nothing sacrosanct about their number or the mix of their responsibilities. By design, both can be

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\* One for the Soviet Union and Eastern Europe, Western Europe, the Middle East, Latin America, China, South and Southeast Asia and Africa, [redacted] Pacific, Strategic Programs, Conventional Forces, and Economics and Energy.

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readily altered by a stroke of the DCI's pen. This provides an essential element of flexibility, ensuring that the DCI can easily keep his NIOs in tune with his needs and with our national leadership's areas of foreign policy concern.

On the DCI's behalf, the NIOs are responsible for maintaining continuing contact with the policy-level consumers of national intelligence to be sure these consumers' intelligence support needs are known and met. These consumers include the members of the National Security Council, its staff and ancillary committees, plus senior officials in the departments whose heads are members of the NSC. The NIOs are also responsible for maintaining continual contact with program managers throughout the Intelligence Community, and are expected to maintain contact with knowledgeable specialists outside the Government. Their function, in sum, is to be familiar with all of the US Government's intelligence capabilities and resources relating to their areas, plus the resources available outside the Government. They ensure that the full range of our national capabilities is brought to bear on foreign intelligence questions of major importance to our national leadership. On a continuing basis, each NIO is expected to keep the DCI apprised of the adequacy and effectiveness of the US Intelligence Community's work in his or her area, and to offer suggestions for its modification or improvement.

The NIOs are responsible to the DCI for the production of National Intelligence Estimates, Special National Intelligence Estimates, Interagency Intelligence Memoranda, Alert Memoranda, and various other national assessments of varying degrees of formality. The actual drafting of most of these national products is done by officers and analysts throughout the Community, under the NIOs' aegis and supervision.

Again working with and through the Community, the NIOs are responsible for the annual preparation of the DCI's list of Key Intelligence Questions and for developing strategies to address each of these Questions. The NIOs also assist the DCI in preparing his annually issued "Perspectives for Intelligence."

In mid-1976, in response to problems that had arisen during the initial implementation of the NIO system, three major steps were taken.

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1. A National Intelligence Steering Group chaired by the D/DCI/NI and including the heads of the major production components of the Intelligence Community was formed to review major production proposals and to ensure that the workload is properly and fairly distributed. The NIOs are not a production office and do not have their own independent drafting staff. They, therefore, borrow talent from line components and some intrusion on line officers is inevitable. The Steering Group is attempting to minimize the amount of this intrusion.

2. The Board of National Estimates was abolished in 1973 simultaneously with the creation of the NIOs. One criticism of the NIO system has been that its major products do not now receive any collegial review. To remedy this deficiency the D/DCI/NI is presently in the process of forming an Estimates Advisory Panel. This Panel will consist of approximately three dozen highly qualified people drawn from a variety of disciplines both from within and outside Government. They will review and comment on draft estimates before the estimate is officially sent to NFIB principals.

3. The President's Foreign Intelligence Advisory Board (PFIAB) has for some time been concerned that some of the key judgments in our major estimates on Soviet strategic forces and objectives were not as comprehensive as they might be and did not fully reflect alternate interpretations of Soviet forces and behavior. PFIAB requested, and the NIOs have undertaken, a project in competitive analysis. Three teams have been selected and are presently engaged in preparing alternate views on three selected areas of this year's national Soviet forces estimate.

It is as yet too early to judge how successful these three steps will be, but we expect to learn from these innovative procedures.

All of the NIOs are senior civilian or military professionals (slotted as GS-18s). Each has one assistant (GS-15) and one secretary. Collectively, the NIOs and their assistants are drawn from throughout the Community (and outside the Government). Both NIOs and their assistants serve on what are, in principle, two-year rotational assignments.

Appended to the NIO structure is a small Presentation and Publications Staff, which processes the national products prepared under the NIOs' aegis. This Staff also prepares all of the DCI's substantive briefings to the National Security Council or its ancillary committees (e.g., the WSAG).

Strength:

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## EXECUTIVE SECRETARIAT

Routing Slip

Executive Registry

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TO:		ACTION	INFO	DATE	INITIAL
1	DCI				
2	DDCI				
3	D/DCI/IC	X			
4	DDS&T	X			
5	DDI	X			
6	DDA	X			
7	DDO	X			
8	D/DCI/NI	X			
9	GC	X			
10	LC	X			
11	IG	X			
12	Compt	X			
13	D/Pers				
14	D/S				
15	DTR				
16	Asst/DCI	X			
17	AO/DCI				
18	C/IPS				
19	DCI/SS				
20	D/EEO	X			
21					
22					
SUSPENSE		24 November 1976			
		Date			

## Remarks:

For possible use during the transition,  
it has been requested that you update the  
attached and return to me.

*by [signature]*

Executive Secretary  
5 November 1976

Date

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